

## **Logistics Working Integrated Product Team (L-WIPT) Charter**

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# **1 Charter**

## **1.1 Vision Statement:**

“Increase job performance by providing high quality learning and electronic performance aids available anytime and anywhere”.

## **1.2 Mission Statement**

“Manage program logistics activities throughout the ILE system development and life-cycle to ensure the design, acquisition, and sustainment of a cost-effective, supportable system and to ensure that the ILE is provided to the user with the necessary support infrastructure for achieving the user's readiness requirements”.

## **1.3 Goals:**

- Fully defined and documented logistics constraints and requirements based on documented user requirements
- Fully identified and defined logistics support requirements for the ILE.
- Selection of the most cost-effective, supportable system from among design alternatives.
- Detailed logistics support plans that match the concurrent engineering plans and designs.
- Integrated test and evaluation of the ILE system that includes logistics support to the maximum practicable extent.
- Acquisition of all necessary items of support, as identified in the logistics support plan, concurrently with the ILE system acquisition.
- Providing the system and all its requisite support to users in the right places, at the right time, and in the right quantities throughout its service life.
- Coordinated and improved logistics support through the inevitable modification, change, and ILE improvement process.
- Develop a near term logistics supportability strategy for integration of legacy systems for use in the ILE and a long-term logistics supportability strategy to support ILE.

#### 1.4 Logistics Working Integrated Product Team (L-WIPT) Membership:

<i>Name</i>	<i>Position</i>	<i>Organization</i>	<i>Contact Information</i>
<b>L-WIPT Lead</b>			
	L-WIPT Lead		Phone: Cell Phone: Fax: Email:
<b>IPT Members</b>			
			Phone: Cell Phone: Fax: Email:
			Phone: Cell Phone: Fax: Email:
			Phone: Cell Phone: Fax: Email:
			Phone: Cell Phone: Fax: Email:
			Phone: Cell Phone: Fax: Email:
			Phone: Cell Phone: Fax: Email:

**Table 1- Logistics WIPT Membership (Level II IPT)**

## 1.5 L-WIPT Roles and Responsibilities:

### 1.5.1 L-WIPT Lead

The Logistics Working Integrated Product Team (L-WIPT) Lead (Logistics Manager (LM)) is assigned authority, responsibility and accountability for the adequacy and accuracy of all Logistics requirements for the ILE from initial tasking to the completed delivery and acceptance of all ILS material, data and services. The LM will be the primary interface between the L-WIPT and the PM IPT and will operate within DOD and DON Logistics Competency guidelines while performing as an empowered member of the PM IPT. In discharging these responsibilities, the LM will:

- Develop the Integrated Logistics Support Plan (ILSP) for the ILE
- Serve as the focal point for ILS management activities related to the ILE
- Establish and chair an Integrated Logistics Support Management Team (L-WIPT). The L-WIPT will be established by the LM tasking each applicable ILE element to provide a qualified Logistics Element Manager (LEM)
- Call and chair IL-WIPT meetings, and provide the PM IPT and IL-WIPT members periodic status of ILS tasking, milestones, actions taken, and actions pending
- Ensure that, for each assigned project, logistics support requirements are properly and adequately analyzed and evaluated and an ILS program strategy is determined
- Assume responsibility for the preparation, coordination and promulgation of the ILSP
- Ensure that ILS elements identified are assigned to the appropriate LEM for detailed and realistic requirements definition and for preparation of inputs to the associated Requirements Documents, Request for Proposal (RFP), ILSP, Equipment Facility Requirement (EFR) Plan and other acquisition and management documents, as required
- Prepare and coordinate budgetary estimates, alternatives and requirements for each ILS element as required for inclusion in acquisition and management documents
- Perform liaison and effect necessary interfaces with all L-WIPT members throughout all program phases

- Ensure that the L-WIPT members are advised of all relevant ILS meetings (including data calls), reviews, demonstrations, and discussions
- Ensure that the impact on ILS resulting from new or revised planning and/or design is assessed and that adjustments to the ILS requirements are implemented.
- Ensure the ILS requirements and specifications are altered only after consultation with each affected LEM
- Be responsible for the evaluation of technical/cost proposals for system/equipment contracts and provide written Proposal Evaluation Reports (PERs) on their capabilities, achievements, and acceptability from an ILS viewpoint
- Direct the L-WIPT in acquisition planning, acquisition package preparation, DD-1423 preparation and reviews, proposal evaluations, pre- and post-award contract negotiations and conferences, test planning, and design reviews to ensure that ILS requirements are adequately and accurately defined in acquisition documents
- Represent program ILS requirements during contract negotiations
- Conduct ILS program review conferences with contractor ILS representatives
- Monitor the activities applied to the acquisition of ILS materials and products
- Ensure that appropriate members of the L-WIPT are available to perform any inspections, audits, and Contract Data Requirements List (CDRL) deliverable reviews as specified by the contract
- Provide the PM IPT with the schedule and duration of all required ILS conferences, both contractual and otherwise, to ensure availability of necessary funding
- Identify and accomplish actions required to ensure effective life cycle support
- Develop budget estimates for assigned projects
- Assist the PM in developing strategies and in program planning, as requested by the PM
- Establish L-WIPT plan of action and milestones (POA&M)
- Propose tailored documentation and milestone requirements
- Review and provide early input to documents

- Coordinate L-WIPT activities with the PM IPT members
- Resolve or elevate issues in a timely manner
- Assume responsibility to obtain principals' concurrence on issues, as well as with applicable documents or portions of documents

#### 1.5.2 L-WIPT Members

L-WIPT Members shall assist the L-WIPT Lead as directed in promptly executing the L-WIPT responsibilities and accomplishing ILE program objectives while performing within the L-WIPT Charter. In discharging these responsibilities, the L-WIPT Members shall:

- Keep the L-WIPT Lead informed of the specifics on what is being done, when it will be accomplished, and associated cost and schedule implications
- Attend meetings as required and come prepared
- Commit yourself to the objectives of the IPT
- Represent your functional area without bias
- Actively seek and receive input of others

### **1.6 Procedures and Guidelines:**

#### 1.6.1 Rules of Engagement for Meetings

The L-WIPT shall hold weekly meetings and the L-WIPT Leader will attend quarterly PM IPT off-sites to ensure effective communication of program status across the IPT's membership.

#### 1.6.2 "Single Voice" Policy

Each IPT member will be afforded a voice concerning issues brought before the L-WIPT Lead. Once a decision has been reached in accordance with this charter, the decision will stand as the representative position of the L-WIPT.

#### 1.6.3 No "Single Point Failure" Policy

L-WIPT members must make reasonable attempts to participate in the weekly L-WIPT meetings. If their absence is unavoidable they should ensure empowered representation is present. Reasonable consideration shall be given to the contribution of an absent L-WIPT member prior to proceeding on an issue that impacts their area of authority and accountability.

#### 1.6.4 Risk

L-WIPT will identify logistics supportability risks and associated risk mitigation plans in accordance with process and procedures developed by the ILE Risk IPT.

### 1.7 Administrative Requirements

#### 1.7.1 Meetings

##### 1.7.1.1 Agenda

The L-WIPT Lead will assign a L-WIPT member to collect and publish agenda items for weekly meetings. Agenda input from the L-WIPT membership is due 24 hours prior to the weekly meeting. The agenda shall be strictly adhered to. The L-WIPT Lead shall insert a period of time into each agenda for open discussion issues.

##### 1.7.1.2 Minutes

The L-WIPT Lead will assign a L-WIPT member to ensure that all issues discussed during the weekly meetings are recorded in the minutes. The weekly minutes shall be distributed for review with the following week's agenda.

##### 1.7.1.3 Action Items

The L-WIPT Lead shall record all meeting action items in a central repository. Each item shall be assigned a unique tracking number and shall include the date of origination, the meeting that produced the action item, the person assigned responsibility, projected closure date, and current status as updates are provided. A sample format is provided in Table 2.

Origination Date	Forum	Tracking #	Action Item	Task officer	Due Date	Status	Remarks

**Table 2- Action Item Repository**

##### 1.7.1.4 Frequency

##### 1.7.1.4.1 Weekly Teleconference

The L-WIPT Lead shall attend the ILE PM IPT weekly teleconference by telephone conference, video teleconference, or in person as appropriate. The current time and location is each Thursday at 1400 (2 P.M. for you non-military types) via telephone conference. The L-WIPT Lead shall be

notified by the PM of adjustments to the schedule and location of this meeting during the previous weekly meeting.

1.7.1.4.2 Quarterly “In Person” Meeting

The L-WIPT Lead shall attend the quarterly ILE PM IPT meeting in person.

1.7.1.5 Meeting Summaries

Meeting summaries will be brief and will preclude revisiting previous agreements and wasting the time and resources of the team members. Meeting summaries will:

- Record attendance
- Document any decisions or agreements reached by the L-WIPT
- Document action items and suspenses
- Set the agenda for the next meeting
- Frame issues for higher-level resolution

1.7.1.6 *Reporting*

All L-WIPT data products will be forwarded for posting on the ILE Web Page IAW Acquisition Documentation & Control IPT processes and procedures

1.7.2 L-WIPT Communication

L-WIPT communications fall into two categories. The first communication type provides daily, spontaneous one-on-one or group inclusive communications. The second communication type is more formal, and consists of regularly scheduled L-WIPT meetings. These regularly scheduled meetings allow the L-WIPT to discuss and act on L-WIPT issues such as general leadership, direction, specific tasking, performance measurement, and conflict resolution.

1.7.3 Decision Making Criteria

The L-WIPT decision criteria shall be in line with the L-WIPT structure. Decisions shall be resolved at the lowest possible level with the L-WIPT Lead having the final authority on all decisions elevated to his/her level.

1.8 **Conflict Resolution**

A key strength of IPTs is their ability to effectively resolve technical and programmatic problems in a timely way. IPT leaders, empowered by the Program Manager and functional manager(s), use their experience and judgment in guiding their multidisciplinary teams. They approach each and every problem with a keen



sense of what is most important to their product and customer. However, there are many areas common across programs in this regard, the most important of which are addressed below.

#### 1.8.1 Consensus Building

Depending on the life cycle of a program and the specific IPT structure employed, “routine” matters may differ substantially between programs. What we are addressing here are those matters where the IPT, through its make-up and overall experience level, is well suited to deal with the question(s) at hand. In these cases the IPT leaders encourage team members to bring all relevant facts to the table. Open, two-way communication ensues, throughout which the team leaders are particularly conscientious in drawing out all relevant facts and opinions. Using the ultimate criteria of what is best for the product and customer, the IPT leader guides the team towards a consensus, which all members can support. The judgment of the team leader is critical in this process in a number of ways. First, he/she ensures all team members, not just the more vocal ones, have the opportunity to participate and express their opinions. Second, the team leader takes note of whether the decision reached represents a strong consensus or a weak one. In the case of the latter, more senior members of the IPT must understand the situation, so that if factors change, earlier decisions can be revisited, if necessary. Finally, the team leader is particularly sensitive to minority opinions. The process should in no way be viewed simply as one of “majority rules.” Minority opinions are adequately explored and considered, for experience has shown us that they are sometimes the best.

#### 1.8.2 External Conflict Resolution Support

There will be times, however infrequent, when the IPT Lead is unable to forge a consensus within the team on a particular matter. An example might be where several team members, backed by technical functional leadership, feel strongly that a technical compromise under consideration is unacceptable for reasons of long-term product integrity. These cases will be particularly challenging to the team leader and will require all his/her experience, maturity and judgment. Handled correctly, the conflict can actually be a positive reinforcement of the process and enhance the sense of “team.” Handled incorrectly, though, the conflict can become a divisive factor and damage the team’s ability to interact effectively. The key to resolving conflict is the general acceptance by all team members that their overarching objective is to do what’s best for their product and customer. With this common understanding, the issue at hand becomes more manageable, in that it is more clearly a matter of “means” rather than “motivation.” Equally important is the way IPT leaders deal with the conflict. It is

rarely, if ever, appropriate for an IPT leader to make a unilateral decision in the absence of a team consensus. Conflicts, which cannot be resolved through normal IPT to IPT communications, will be presented to the Program Management IPT for resolution.